



DETROIT METRO • WILLOW RUN
WAYNE COUNTY AIRPORT AUTHORITY

Testimony of:

Lester W. Robinson
Chief Executive Officer
Wayne County Airport Authority



Michigan House Transportation Committee
November 5, 2009



DETROIT METRO • WILLOW RUN
WAYNE COUNTY AIRPORT AUTHORITY

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STATEMENT FROM
Lester W. Robinson
CEO Wayne County Airport Authority
Detroit Metropolitan Airport (DTW)
Willow Run Airport (YIP)
November 5, 2009

What do Atlanta, Georgia; Dallas/Fort Worth, Texas; Louisville, Kentucky; Memphis, Tennessee and Detroit, Michigan have in common? The answer is that they are all hub city airports for major airlines and they are all in the process of developing an Aerotropolis. Add Indianapolis, Indiana and Cleveland, Ohio to the list of cities also developing an Aerotropolis.

Why in this State, do we think that we have to provide core cities the same opportunity to build an Aerotropolis as the one proposed by Wayne and Washtenaw Counties? The Aerotropolis does not compete with our core cities because its development focus is not the same. In Georgia, Texas, Tennessee and Kentucky they understand that what you are really building is the capacity to compete with global supply chains and for companies that truly want to locate near a major airport. Speed is what is important in the competition between corporate supply chains. Yes, companies that specialize in the logistics business are a natural for the Aerotropolis, but so are firms that want to be near them. The Aerotropolis needs the maximum flexibility in incentive offerings to develop and focus beyond logistics.

Competition Outside of the State of Michigan

The real competition for the State of Michigan is Louisville, Kentucky; Memphis, Tennessee; Chicago, Illinois; Dallas Fort/Worth, Texas; Indianapolis, Indiana and Cleveland, Ohio inside the USA. Outside of the USA, we will compete with Dubai, Beijing, Frankfurt, Seoul, and Amsterdam. Detroit Metro has the only runway facilities in the State with the ability to accommodate "Aircraft Design Group (ADG) V" aircraft to compete with the other major centers of commerce. The Boeing 747-400 and the Airbus A380, fully-loaded, are aircraft currently used as air freighters which require ADG Group V standards. They are able to fly into and out of Detroit Metro's airfield. To compete with global supply chains, we must be able

to accommodate Group V aircraft for high value cargo from Asia and Europe. Detroit Metro also has existing non-stop service to several important Asian and European cities provided by Delta Airlines and others.

Chicago is the competition

For most of this decade, the City of Chicago has implemented a “Modernization Program” to fix the congestion problems that have plagued O’Hare Airport. O’Hare has experienced horrendous delays for years that have affected the entire national aviation system. Included in Chicago’s plan is a reconfiguration of its runway system for more efficient utilization, similar to the parallel systems in Atlanta and Dallas/Fort Worth. **Detroit Metro already has a parallel runway system** and has sufficient available capacity to compete for existing and future cargo business.

Unfortunately, Chicago is currently making progress and has put one new runway into service. The Chicago airport director has accomplished things like acquiring additional property necessary to build new runways, including moving a cemetery that is in the path (see St. Johannes Cemetery Relocation, attached). Perhaps the best argument to develop the Aerotropolis now is the opportunity to strike while Chicago is not finished solving its capacity problem.

Views expressed at Airport Council International-NA

I attended a session of ACI-NA recent airports conference discussion on “What’s Air Cargo Worth to Your Community?” The presenters were a cargo airline (Cargolux), a business with a global supply chain (AMD) and Calgary International Airport.

While air cargo has grown in importance to corporate supply chains, it currently represents only about two percent (2%) of total cargo *volume*. According to Mr. Ian Morgan, Vice President The Americas of Cargolux Airlines, air cargo represents about thirty-five percent of 2008’s cargo *value*.

Cargolux also stated that for its future business development it would not seek out new airports unless there is local demand for air cargo. The highest priority for new business opportunities for Cargolux is joint business proposals from airport-manufacturer-freight forwarder teams.

Mr. Alex Brown of AMD stated that proximity to AMD’s manufacturing facilities, or its client’s facilities were the most important variables when selecting which airport to use. AMD also considers an airport’s security, since the company had

experienced thefts of an entire pallet of computer chips off the tarmac at an unnamed location.

Why providing incentives to cargo-only companies is not the answer

I understand that some communities worry that without legislative limitations to “cargo only business” that Michigan’s core cities and communities will be unable to compete with the Aerotropolis for new development. This assumption is false because what the Aerotropolis will attract are businesses that desire to operate next to an airport. I also understand that anti-poaching protections should alleviate that fear. New Aerotropolis development should help the entire surrounding area.

The best way to examine how an Aerotropolis benefits the surrounding communities is to look at what has happened to Dallas/Fort Worth Airport (DFW). This airport first opened its gates in 1974 on 18,000 acres of property. The land mass of DFW is three times the mass of Detroit Metro, giving it space to develop land for businesses that want to be near the airport. The following quote from Business Week, August 20, 2007 describes the spin-off growth caused by DFW’s development:

“A DFW-fueled boom extends well beyond the airport borders. This chunk of north Texas, largely agricultural when the cities of Dallas and Fort Worth decided to build a common airport 30 years ago, is now the fastest-growing area in the state. The headquarters of 24 of the country’s largest companies are located in the “DFW Metroplex” area, a region including both cities. Bedroom communities like Southlake and Colleyville, each 10 minutes from the airport, were mere hamlets when DFW opened its gates in 1974. Today, they are enclaves for corporate transfers and their families, with prices for palatial homes easily reaching into the millions. ‘The airport is really responsible for the creation of this whole area,’ says Cindy Ruppert, a Realtor at Ebby Halliday Realtors in Southlake. In all, the airport pumps more than \$14 billion each year into the local economy.”

The cities of Dallas and Fort Worth, Texas did not lose in the development of the Airport but did in fact grow. My friend Jeff Fegan, CEO of DFW Airport is continuing to develop his airport area into an Aerotropolis. DFW has selected Michigan based Redico, LLC as master developer for its Southgate Plaza project another step toward its Aerotropolis (see “Market News- DFW International Airport picks...” attached).

Memphis International Airport had adopted the name “America’s Aerotropolis” and has selected bioscience, logistics, manufacturing, corporate offices and the entertainment business as its “target markets”.

Louisville International Airport has the UPS Worldport built on its grounds and a high concentration of online retailers located in close proximity (US Port, Airport and Global Infrastructure Report, summer 2009, Jones Lang LaSalle, Inc). I understand that a credit card issuer is included in the companies locating near Louisville Airport so that credit cards can be shipped to customers next day.

Willow Run a Plus for the Aerotropolis

Willow Run Airport gives the Aerotropolis added benefits unlike other national efforts. Traditionally, Willow has served as a just-in-time cargo transport facility for the automotive industry. Willow has GM Hydramatic on its western border and plenty of additional available land to its north that are perfect for manufacturing development.

Atlanta is developing a closed Ford assembly plant adjacent to Hartsfield-Jackson International Airport into a start for its Aerotropolis (see Ford's Atlanta Assembly Plant...Aerotropolis Planned, attached). The GM Hydramatic plant if it were to become available is also right next to the Willow Run airfield and could serve us the same way.

Cargo-oriented Willow Run with its Group IV airfield in tandem with Detroit Metro's powerful Group V-rated airfield make perfect western and eastern anchors for a successful future Aerotropolis.

Urge your approval of the Aerotropolis

With Michigan's unemployment reaching 739.7 thousand through September 2009 and projections of auto industry employment levels not returning until far into the future, it's time that we develop other industries. I think the Aerotropolis represents an outstanding opportunity for future business and job growth, if we get to work soon. If we can leverage the assets that Detroit Metro and Willow Run represent into a physical portal for people and commerce, the whole State is the winner.

Lester W. Robinson

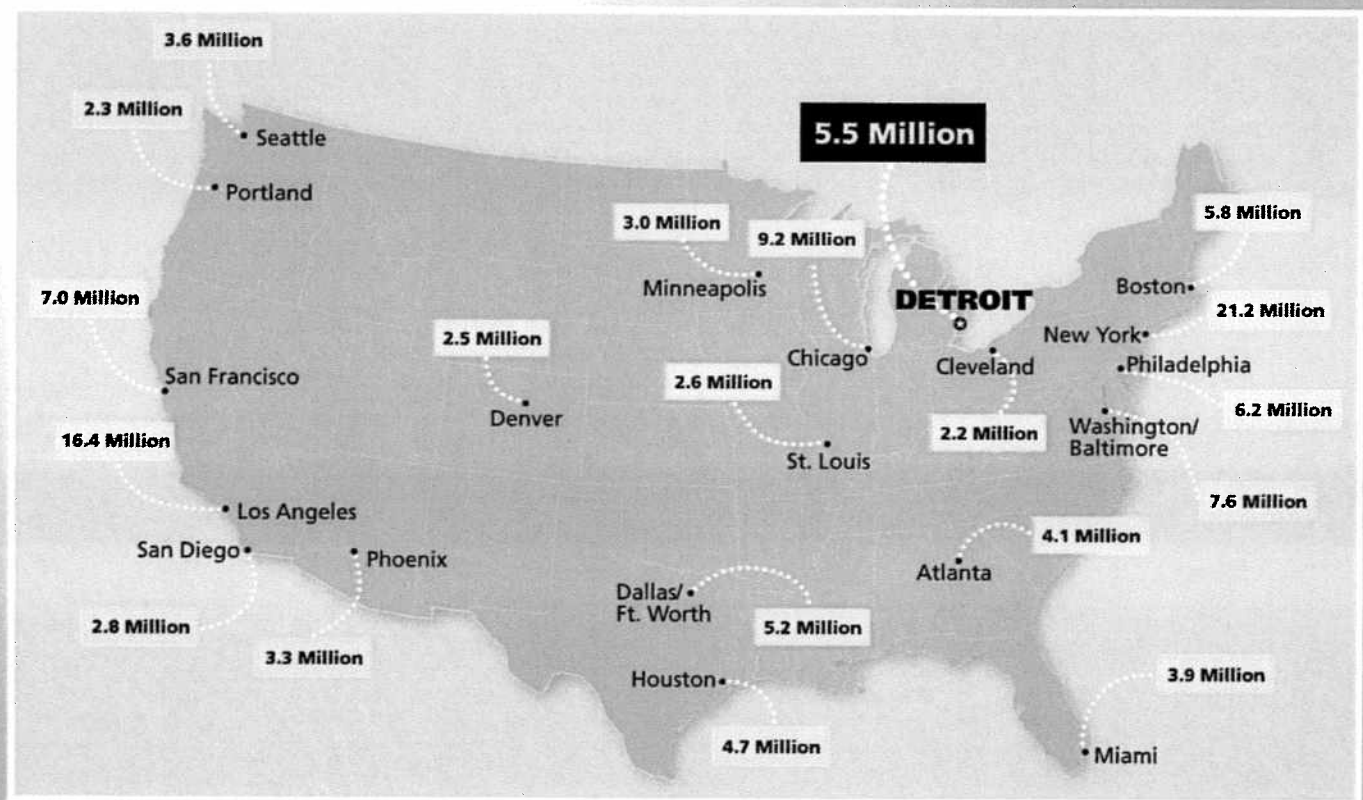
CEO

Wayne County Airport Authority

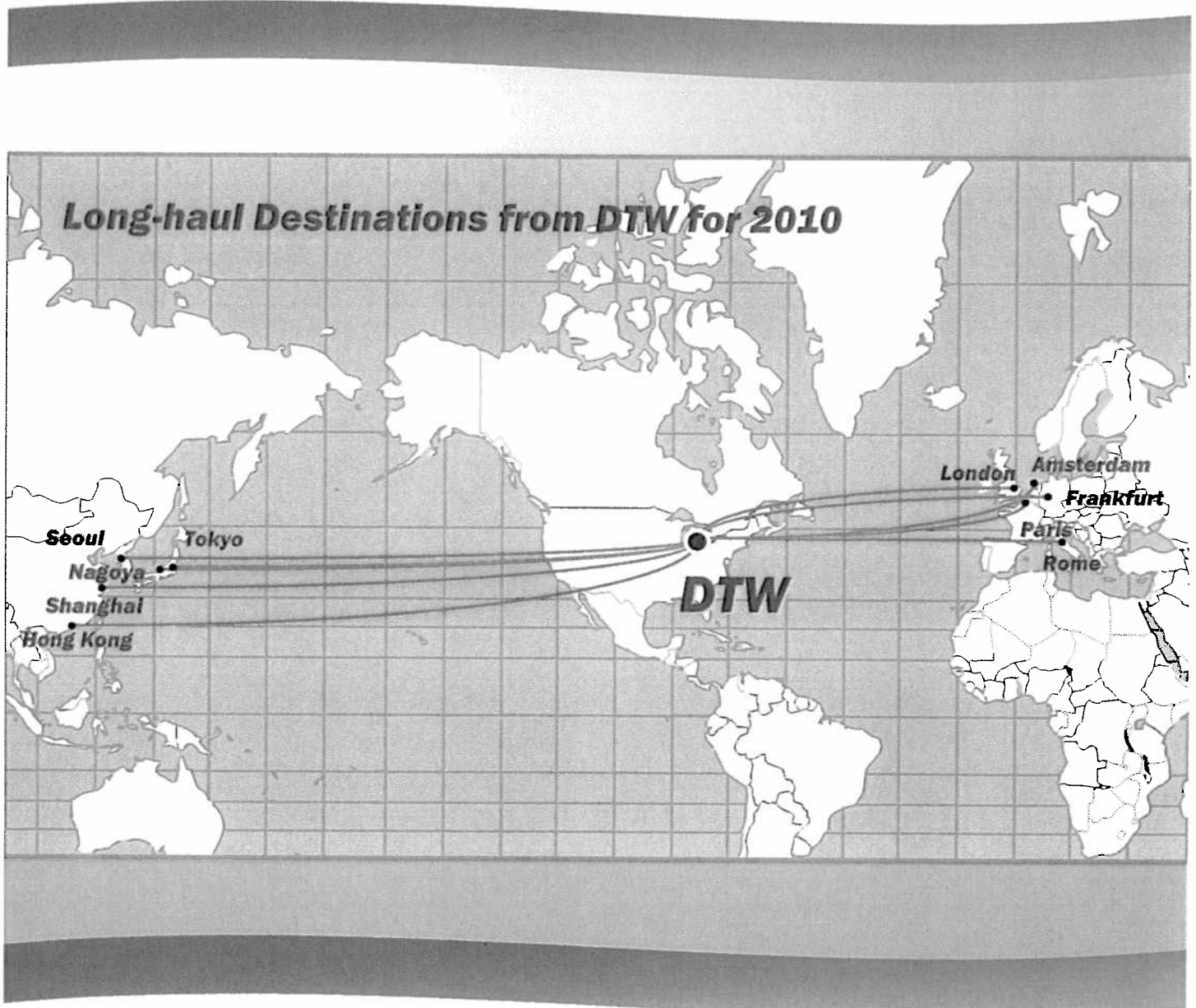
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Metropolitan Detroit Is the 8th Largest Metro Area in the USA



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Detroit Metropolitan Airport (DTW)

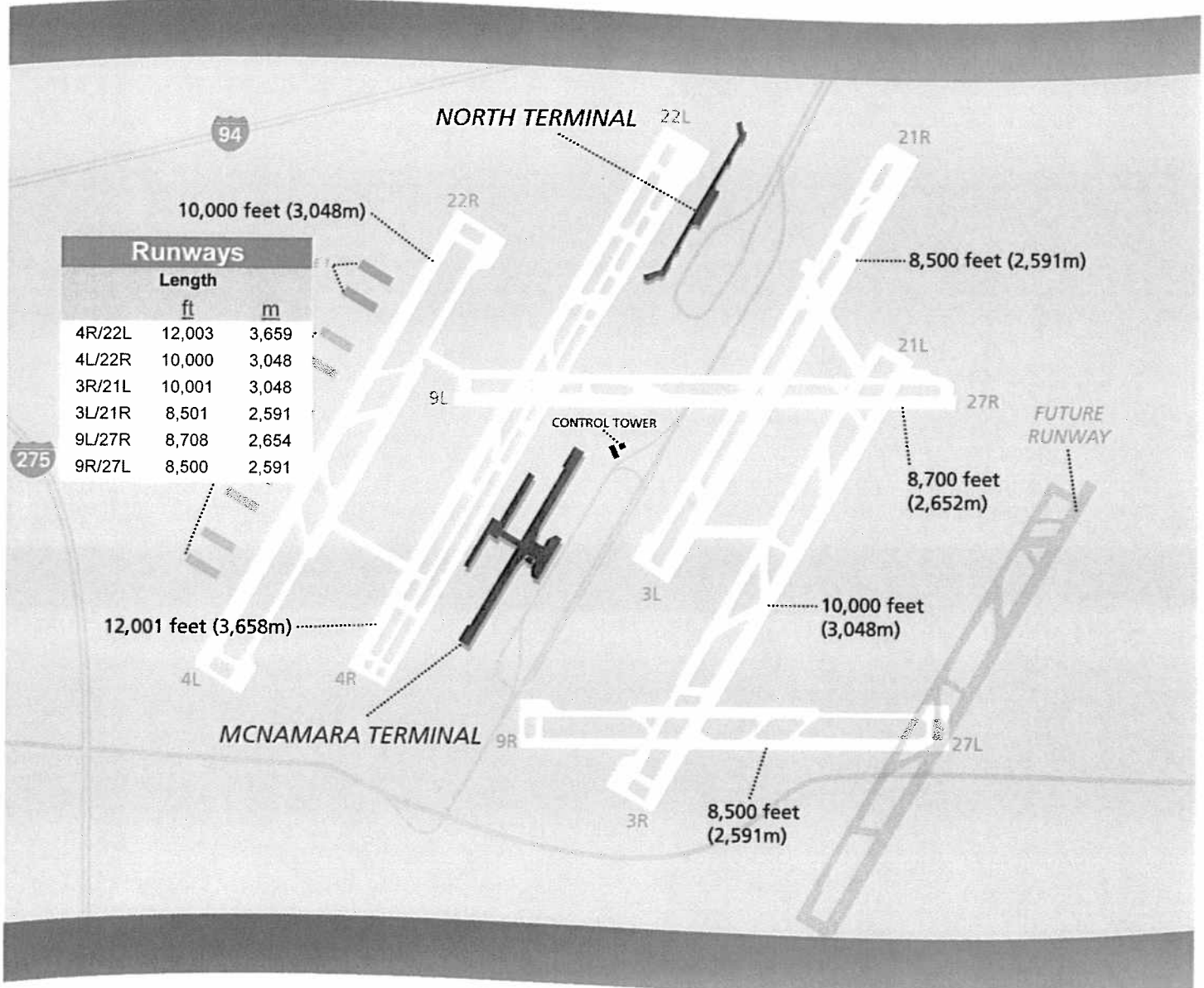
Vital Statistics



- Key hub for the world's largest airline (Delta), providing one of the most modern & efficient terminal / airfield facilities around the globe.
 - 13th busiest airport in North America
 - 35,135,828 passengers served in 2008
 - 462,700 take-offs and landings (operations) in 2008
 - 465,149,279 lbs of cargo in 2008
 - 1,015,000 sf of cargo/hangar space
 - Over 600 Wayne County Airport Authority employees
 - 325 Customs and Border Protection (CBP) employees based at DTW
 - More than 17,000 badged employees
- **\$7.6 Billion** in Economic Impact, supporting over **71,000 regional jobs**, and creating an annual payroll of approx. \$2 Billion



Detroit's Modern Airfield Features Six Runways

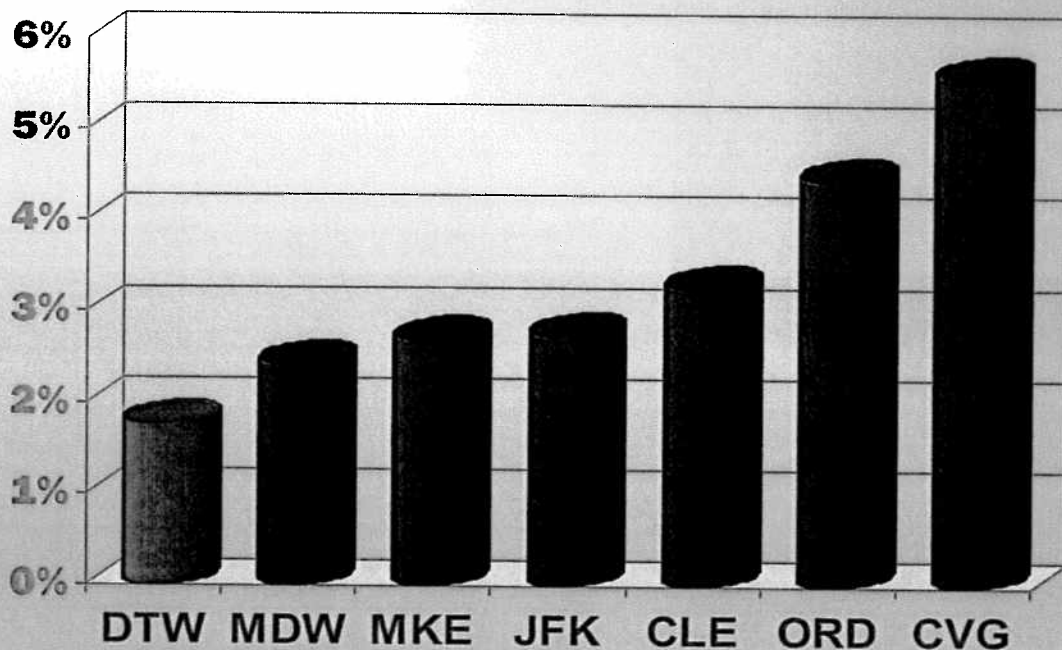


DTW Leads Area Hubs in Winter Reliability

- *Despite a hard Winter, Detroit's modern airfield translates into fewer cancellations*

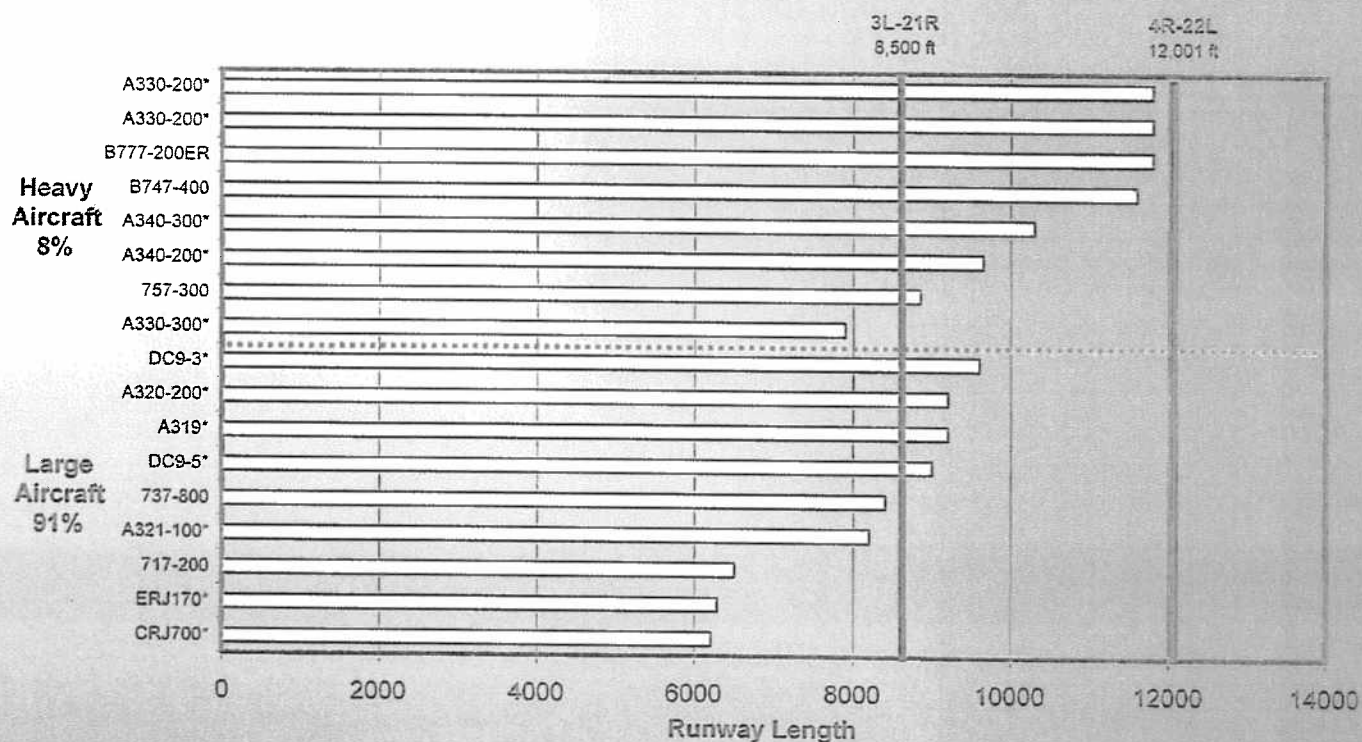
Flight Cancellation Rate

Jan 2009, DOT



DTW's Airfield is Critical to Movement of Heavy Wide-body Aircraft

Required Runway Length for Fully-Loaded Departing Aircraft



Heavy Aircraft	Runway Length (Feet)	Large Aircraft	Runway Length (Feet)
A330-300	7,900	CRJ700	6,200
B757-300	8,850	ERJ170	6,284
A340-200	9,650	B717-200	6,500
A340-300	10,300	A321-100	8,200
B747-400	11,600	B737-800	8,400
B777-200ER	11,800	A319	9,200
A330-200	11,800	A320-200	9,200
		DC9-3	9,600

Source: FAA and Aircraft Manufacturer's Planning Manuals; wet conditions

DTW's Peak Hourly Runway Capacity is among the Best in the Country

Demand Year	Capacity (Arrivals Peak)			Capacity (Departures Peak)		
	Hourly VFR Capacity ^{1/}	Hourly IFR Capacity ^{2/}	Future Hourly IFR Capacity (w/PRM) ^{3/}	Hourly VFR Capacity ^{1/}	Hourly IFR Capacity ^{2/}	Future Hourly IFR Capacity (w/PRM) ^{3/}
2005	163	120-145	138-163	182	155-180	157-182
2010	163	120-145	138-163	182	155-180	157-182
2015	163	120-145	138-163	182	155-180	157-182
2020	163	120-145	138-163	182	155-180	157-182
2025	163	120-145	138-163	182	155-180	157-182

Source: Jacobsen/Daniels Associates

1/ Derived from the FAA Traffic Management Office, DTW Operating Configurations Memorandum, May 2006 and conversations with ATC personnel. Assumes 36 arrivals per hour for Runways 4R-22L, 4L-22R and 3R-21L and 55 operations per departure runway for Runways 3L-21R 4R-22L. Note: Runway 4R-22L can be used as an arrival runway or a departure runway.

2/ Assumes 36 arrivals per hour using Runway 3R-21L and a combined 54 arrivals per hour for staggered operations on Runways 4R-22L and 4L-22R and an average of 45 departures per hour on Runway 3L-21R and 55 arrivals per hour on Runway 4R-22L. Note: Runway 4R-22L can be used as an arrival runway or a departure runway.

3/ Assumes 36 arrivals per hour for Runways 4R-22L, 4L-22R and 3R-21L and an average of 45 departures per hour for Runway 3L-21R and 55 departures per hour for Runway 4R-22L. Note: Runway 4R-22L can be used as an arrival runway or a departure runway.

...and will continue to improve with its strategic Master Planning efforts

Notes:

Hourly Runway Capacity: Number of aircraft operations (takeoffs or landings) that can be accommodated by the airfield over the period of one hour.

VFR: Visual Flight Rules (Good Visibility/Weather Conditions)

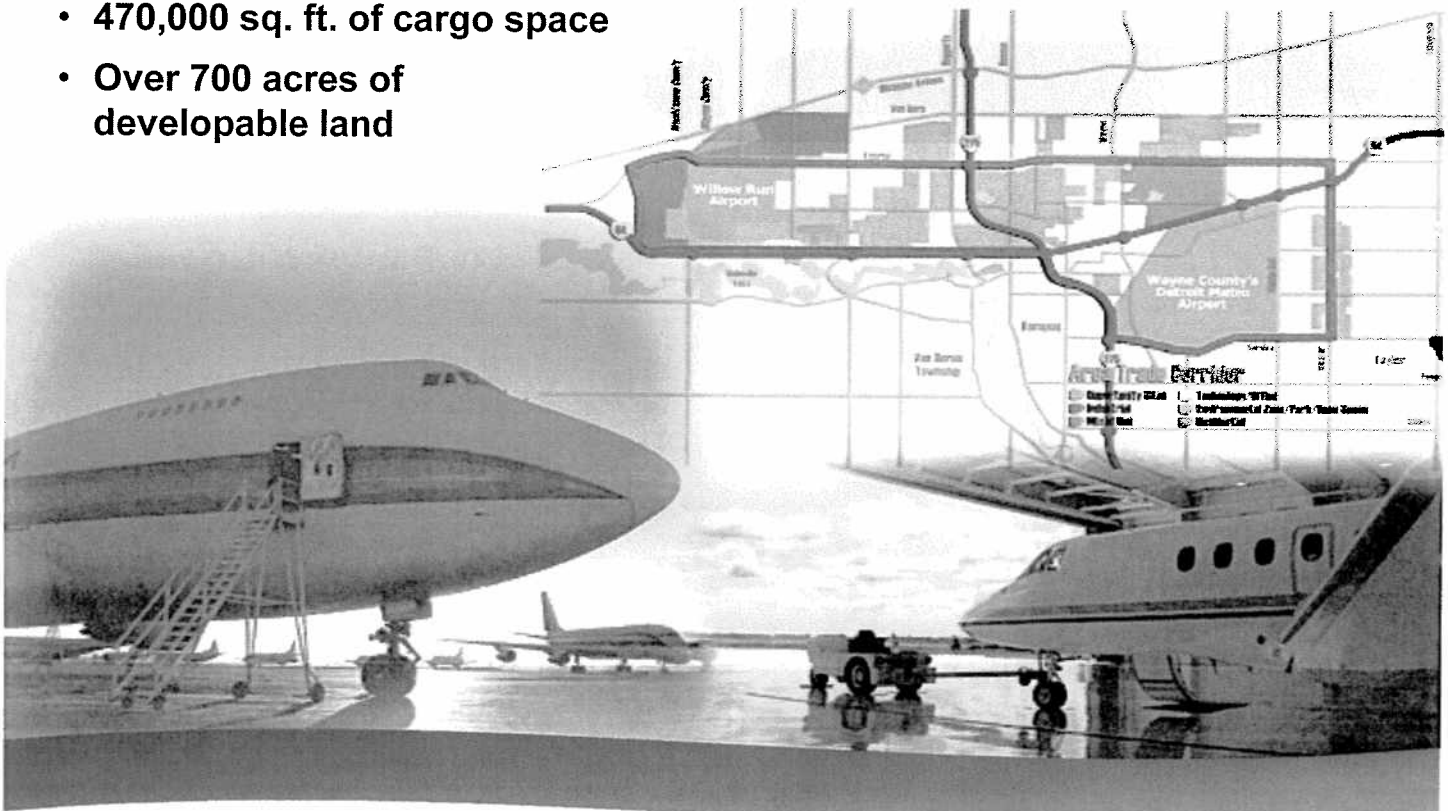
IFR: Instrument Flight Rules (Poor Visibility/Weather Conditions)

PRM: Precision Runway Monitor

Willow Run Airport (YIP)

Vital Statistics

- One of the busiest on-demand cargo airports in the country
- Designated reliever airport for Detroit Metro Airport (DTW)
- Twenty-four hour tower operations, fire and rescue, snow removal and U.S. Customs Service
- Excellent location seven miles West of DTW, with ready access to major corporations, educational institutions, freeways, waterways and rail lines
- 78,818 take-offs and landings (operations) in 2008
- Nearly 160 million lbs. of cargo in 2008
- Over 5.5 million gallons of fuel sold in 2008
- 470,000 sq. ft. of cargo space
- Over 700 acres of developable land







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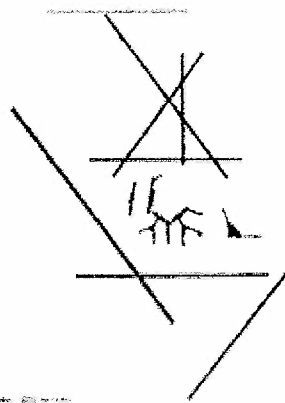
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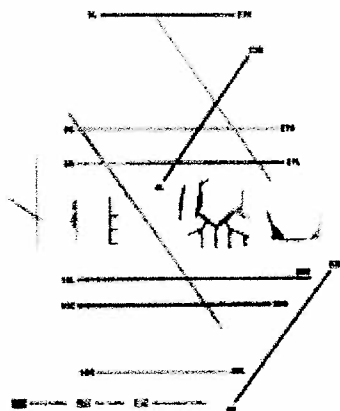
Existing and New Airfield Configuration



O'Hare's existing airfield has seven runways, which all intersect one. The O'Hare Modernization Program (OMP) will reconfigure into a more efficient and modern, parallel configuration, similar Dallas Fort-Worth and Atlanta Hartsfield airports. The Moderniz O'Hare's airfield will be a phased process.

The first step in the modernization process is to build and open runway Future Runway 9L-27R). When operational, this runway delay reduction during bad weather. During bad weather, the ci can only accommodate two arrival streams. The new north run the airport to accommodate three arrival streams.

The second step in the modernization process is to extend an existing runway (Future Runway 10L-28R), to build and open a new runway (Future Runway 10C-28C), and to close existing Runway 18-36. It may include the construction of a new, western concourse facility if market conditions demand additional gate facilities. This step will provide additional runway length, airfield capacity, and operational flexibility.



The final step in the modernization process is to extend an existing runway (Future Runway 9R-27L), to build and open two new parallel runways (Future Runways 9C-27C and 10R-28L), and to close existing Runways 14L-32R and 14R-32L. Based on market conditions, this step may also include the construction of additional gate facilities in the west t and the airport's existing terminal core. The western terminal fa enable the development of new roadways at the west side of th



NOTICE: St. Johannes Cemetery Relocation

CITY OF CHICAGO - O'HARE MODERNIZATION PROGRAM

NOTICE TO ALL PERSONS WITH RELATIVES BURIED AT ST. JOHANNES CEMETERY, ADDISON TOWNSHIP, DUPAGE COUNTY, ILLINOIS

The City of Chicago is notifying relatives of individuals buried in St. Johannes Cemetery that the City has commenced legal proceedings to acquire the cemetery for the O'Hare Modernization Program. As part of the project, the City of Chicago plans to relocate all graves from St. Johannes Cemetery to other cemeteries.

If you are related to a person who is buried in St. Johannes Cemetery, you may have an opportunity to participate in the relocation process.

It is the City's intention to carry out the disinterment and reinterment process at St. Johannes Cemetery in a dignified and respectful manner in consultation with the affected relatives. The City will be responsible for paying all necessary and reasonable costs associated with the relocation of the graves.

If you are related to a person buried in St. Johannes Cemetery and wish to learn more about the relocation process, please call the O'Hare Modernization Program's Cemetery Administrator at 773-462-8441 or you may write to: Cemetery Administrator at P.O. Box 66848, 10510 W. Zemke Road, Chicago, Illinois, 60666.

If you are aware of any other person that should receive this notice, please let them know or notify the Cemetery Administrator with their information.


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Message from the Commissioner



As Executive Director of the O'Hare Modernization Program (OMP), it is to share with you the facts about Mayor Richard M. Daley's vision for the O'Hare International Airport. O'Hare is the economic engine that drives the economy, contributing nearly 450,000 jobs and \$38 billion in annual economic activity. O'Hare set an all-time record in flight operations in 2003, with more than 400,000 operations, and is the "world's busiest airport." However, the "world's busiest" is also the "nation's most delayed airport."

The OMP is a \$6.6 billion project in 2001 dollars, a figure that has remained since Mayor Daley announced the program in June 2001. As with all development projects at O'Hare, OMP will be funded by airline-backed bonds, Passenger Facility Charges and federal Airport Improvement Program funds. **No state or local dollars will be used to fund the OMP.**

The OMP will reduce overall delays at the Airport by 79 percent, and baggage claim delays by 95 percent. It will create 195,000 new jobs and \$18 billion in additional economic activity each year. Air passengers and the airlines save a combined \$750 million annually from reduced delays. The benefits of modernizing O'Hare far outweigh the costs; that is why Mayor Daley and the airlines announced a \$2.9 billion agreement in 2003 to fund the first phase of the OMP.

The OMP also provides the opportunity for a western entrance into the airport and other regional transportation projects that have been part of the State of Illinois' plans for decades. Mayor Daley remains committed to working with state, local and federal leaders, including U.S. Congressman and Speaker of the House, Dennis Hastert (R-IL) to identify and secure funding for these projects that will enhance and complement the region's aviation infrastructure.

Growth is inevitable at O'Hare. By doing nothing to modernize the Airport, the State of Illinois, the region and the nation will lose flights and passengers to major metropolitan areas with large hub airports. Fortunately, the OMP continues to enjoy broad bipartisan support from the political, labor and business communities. They understand the importance of maintaining the region's place as the aviation capital of North America.

Sincerely,

Rosemarie S. Andolino
Commissioner
O'Hare Modernization Program



FAQ



Contact Info

December 30, 2002

Daily Herald

dailyherald.com

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Chicago presents long-term plan for expansion at O'Hare

By Robert McCoppin Daily Herald Staff Writer
Posted on December 24, 2002

Chicago officials submitted their plan to expand O'Hare International Airport for federal review Monday, though suburban critics said the project ignores fundamental changes in the slumping airline industry.

Chicago Mayor Richard Daley said the plan submitted to the Federal Aviation Administration calls for new runway construction beginning in 2004 and said Chicago could lose status as a national transportation leader if it waits for better times.

"We have to think long-term," Daley said. "If we didn't think long-term, we would have given up on Midway Airport in 1991, when Midway Airlines went out of business."

The mayor previously tried to push his plan through Congress, but Republican Sen. Peter Fitzgerald blocked it in the Senate. Now, Daley may push for the expansion at the state level.

The O'Hare plan calls for creating six parallel runways to reduce delays caused now by crossing runways.

The city has also added access to run a commuter train spur across the airport, though Metra has not announced any plans to do so; and a public driveway across the airport, though that is only an option.

The plan also calls for a new western entrance and terminal, and an extension of CTA train service to the new terminal and the Northwest suburbs.

The cost estimate of \$6.6 billion, not counting inflation, remains the same.

Among changes, hourly capacity estimates have risen from 245 flights an hour to 265.

One runway has been lengthened so airplanes can taxi around the end, behind where aircraft are departing.

Elk Grove Village Mayor Craig Johnson, a vocal opponent of O'Hare expansion, said the plan still lacks details and is unworkable because it ignores changes following last year's terrorist hijackings.

The plan gives no specifics about how to pay for the expansion, since the largest tenant, United Airlines, has filed for bankruptcy.

State and suburban officials have put the total cost at \$12 to \$15 billion when counting a postponed terminal expansion and road and rail improvements.

The plan also hinges on the hub-and-spoke system of rush hours, which the airline industry is reducing in favor of point-to-point flights and more even flight distribution.

While city officials say there is room on the west edge of the airport for a bypass connecting the Tri-State and Northwest tollways, the plan includes no specifics on where the road would go.

And two pairs of nearby runways are still too close to operate simultaneously in bad weather.

"It's all fluff and no substance," Johnson said.

Elk Grove would lose more than 50 businesses to the expansion, while Bensenville would lose more than 500 homes. Leaders of both suburbs have pushed instead for a new airport in far South suburban Peotone.


But United Airlines, O'Hare's longtime leading tenant, welcomed the mayor's submission.


"It's a long-term project. The construction will span 10, 12, 15 years, and our intention is to emerge from bankruptcy in 18 months and shoulder our burden," United spokesman Joe Hopkins said.

American Airlines also issued a statement that O'Hare is "outdated and needs to be modernized."

Chicago business leaders flanked the mayor as he announced the plan's submittal Monday.

"This is a marathon, not a sprint," Chicagoland Chamber of Commerce President Jerry Roper said. "Our country has gone through recessions before, and we've come back stronger."

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AUGUST 20, 2007

THE FUTURE OF WORK -- TECHNOLOGY ON THE MARCH

Home Is Where The Airport Is

An "aerotropolis" has formed around the runways of Dallas/Fort Worth as executives see the benefits of life near a hub

A few years ago, a professor at the University of North Carolina at Chapel Hill, John D. Kasarda, began to write and lecture about something called the aerotropolis. An airport city, complete with residences, entertainment, and offices, it reflected the idea that populations would cluster around this century's key transportation hub, as they once did on the banks of shipping ports (New York) and at railroad crossings (Atlanta). In this world, the airport becomes the nexus of a new kind of community, but also of a new kind of work. Knowledge workers hop "nerd birds," as direct flights between technology centers are dubbed, laptop in hand. Executives exhausted from frequent flying plop down \$1 million-plus to live in a house 10 minutes from the runway. Global headquarters of all sorts of businesses set up shop down the road, their staff of road warriors ready for battle at a moment's notice.

If it sounds futuristic, let us welcome you to Dallas/Fort Worth airport. Larger than the island of Manhattan, with 60 million passengers per year, DFW is one of the busiest airports in the world. But of its \$619 million in annual revenue, the majority, 65%, comes from sources other than airlines. Land leases, commercial development, two upscale hotels, natural gas rigs, and even a pair of 18-hole golf courses are among the ways DFW earns money from its 18,000 acres.

A DFW-fueled boom extends well beyond the airport borders. This chunk of north Texas, largely agricultural when the cities of Dallas and Fort Worth decided to build a common airport 30 years ago, is now the fastest-growing area in the state. The headquarters of 24 of the country's largest companies are located in the "DFW Metroplex" area, a region including both cities. Bedroom communities like Southlake and Colleyville, each 10 minutes from the airport, were mere hamlets when DFW opened its gates in 1974. Today, they are enclaves for corporate transfers and their families, with prices for palatial homes easily reaching into the millions. "The airport is really responsible for the creation of this whole area," says Cindy Ruppert, a Realtor at Ebby Halliday Realtors in Southlake. In all, the airport pumps more than \$14 billion each year into the local economy.

Smart planning by airport authorities set the stage, but a broad shift in how we work and compete fuels the airport's torrid growth. Knowledge workers—consultants, IT experts, accountants, top management—all travel more and travel farther. Speed and global reach are the way many competitors try to distinguish themselves today. That has made airports more integral than ever to the business models of a host of service and manufacturing industries. The highest-value products—2% of world trade by weight but 40% by value—move by air. Kasarda predicts that global air cargo traffic will triple over the next 20 years, and that commercial passenger travel will increase from 4.4 billion trips in 2006 to 8.2 billion by 2020. "The airplane is the physical Internet," he says. "It enables the real connectivity. We're talking about what enables the world to be flat."

The fact that virtual connections still need to be balanced with face-to-face contact places the airport squarely in the path of modern urbanism. Consider the experience of Sage Software Inc., a \$1 billion company which sells software to help businesses run better. It has 30 locations throughout the U.S., the result of a nine-year acquisition spree, but no headquarters. So its eight-member executive team, scattered from Tampa, Fla., to Irvine, Calif., fly once a month to Dallas. There they check into the Grand Hyatt DFW in terminal D for two days of meetings. Everyone can get there for a 1 p.m. start, work until 6 p.m., get dinner together, and then work all day the next day until 5 p.m., when they run for the next flight home. It's a schedule that

Home Is Where The Airport Is

has forced managers to be more productive and focused on the key issues for the business. It also helps them hold on to good people. Companies making an acquisition traditionally consolidate operations, and then see much of their new talent leave rather than relocate. In contrast, Sage CEO Ron Verni, who's based out of a home office in Atlanta, leaves his new colleagues where they are. That's kept retention high in the more than 20 deals he's inked in the past four years. "Business is no longer about location, it's about talent," he says. "If you want the right people, you have to be flexible."

In such a high-travel business environment, proximity to the airport has become a good thing, turning on its head traditional biases against the noise, pollution, and traffic airports produce. In Southlake, the retail corridor is under the noisiest flight path, with homes built under the quieter landing routes. That's where Ronald E. Peddicord, senior vice-president for development at Oxford Properties Group Inc., and his wife, Jill, an executive coach with Adam Taylor LTD, settled last August when they decided to move their family back to the U.S. from Toronto. The couple searched by school district, climate, and value for their housing dollar. But they also spent time scouring each neighborhood's distance to the nearest airport, that airport's on-time statistics, its number of direct flights, and where they landed. Cincinnati, Atlanta, and Charlotte, N.C., were all in the running, but DFW won out.

One reason for their big interest in the airport: Peddicord still works in Canada. On Thursdays at 3:35 he hops American Airlines (**AMR**) flight 1203 out of Toronto, arriving at 6, just in time to coach his son's basketball team. Sunday afternoons, when his kids are burrowing into their homework, he's back at DFW boarding the last plane to Toronto, about to spend four nights in a rented condo. Peddicord knows by sight a core group of 10 to 15 people making the same trip every week. "You would think that the fact that I live in Dallas and work in Toronto would be big cocktail conversation," says Peddicord. "In Dallas, not so much. One dad on my son's team works for a company based in Massachusetts and spends most of his week in France. It's not normal, but it's not weird anymore." That's thanks to his "CrackBerry," call forwarding to his cell phone, and a USB flash drive he unplugs to take work between offices. The first thing he does when he gets a new BlackBerry: remove the "Sent from my BlackBerry" message on the bottom. "I want my staff thinking I'm upstairs on my Outlook," he laughs.

Aerotropolitans argue that their travel-intensive schedules make them better business people. "I do my best thinking on an airplane," says Jim Tam, a regional vice-president at Kastle Systems Inc., a manufacturer of building security devices. Tam, who also lives in Southlake, spends three days a week in Houston and the other two in Dallas, commuting between the two via Southwest Airlines (**LUV**), out of Dallas Love Field. He also flies to New York and California frequently from DFW. For years, Tam commuted by bus and subway from Ft. Lee, N.J., to Manhattan, where he worked for Citigroup (**C**). Straphanging allowed for little more than reviewing e-mails. But the flights he takes now provide hours of dedicated time to think or do reading he can't get to during the week.

Setting up shop near a well-run airport has become a key consideration for relocating companies as well. Engineering giant Fluor Corp. (**FLR**) had deep roots in Southern California, but two years ago the company decided to move its top 200 executives closer to East Coast customers such as the U.S. government in Washington. They considered D.C. and other cities but ended up on Las Colinas Blvd., just east of DFW. Executives, who take 4 to 10 trips per month, can get to the airport in 10 minutes. Once there, they can fly nonstop around the world, including direct flights to Latin America, Asia, and Europe. California and Washington can be done in a day trip.

John L. Hopkins, head of the Fluor Government Group, spends 80% of his time on the road, much of it lately in Britain and Russia. With almost all of Fluor's contracts coming from repeat customers, he argues, senior management has to be on-site a lot.

Many U.S. airports don't have nearly as much free land and couldn't imagine the scale of development at Dallas/Fort Worth. Around the world, however, the idea of the aerotropolis seems to be on the ascent. At Amsterdam's Schiphol Airport, behind passport control, you can find a branch of the Rijksmuseum Amsterdam, which makes it the first airport with a museum in its terminal. Frankfurt Airport offers shopping in the baggage area, and 28 conference rooms complete with translators, laptops, and catering. (Spaetzle and Chinese prawns with salsa dip are on the menu.) Asia has embraced the concept most forcefully, building from scratch airport cities in Bangkok, Kuala Lumpur, Seoul, Beijing, and elsewhere. Singapore Changi International has cinemas, saunas, and even a swimming pool. "Everything that used to be in the downtown is now there," marvels Kasarda. Including the business people.

By Nanette Byrnes



Friday, 30 Oct

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DFW International Airport picks Southgate Plaza's developer

(Mixed-Use : Dallas-Fort Worth-Arlington) 5/1/2009

(Dallas-Fort Worth International Airport, Euless) - Dallas-Fort Worth International Airport officials have selected Southfield, Mich.-based Redco to be the master developer for a 1.5 million-sf use project on airport property. As planned, it will have office, restaurant and retail space to go along with two hotels. Collectively, the development could employ more than 2,700 people.

The concept plan for Southgate Plaza calls for 60,000 sf of restaurant and retail space, 320,000 sf of office space, a 300-room full-service hotel and a 120-room limited-service hotel, said John Brookby, assistant vice president of commercial development at the airport.

Southgate Plaza is planned on a 33-acre piece of vacant land in Euless on the northeast corner of International Parkway and Rental Car Drive. The development is next to and will be integrated with the airport's rental car facility, and a shuttle-bus system will connect Southgate Plaza with the airport's terminals.

Southgate Plaza would be a step toward creating an "Aerotropolis," or "Airport City." Aerotropolis is a buzz word in the aviation industry - refers to developing areas surrounding major airports in order to spur regional economic growth by better linking the region to the global economy.

Though the developer isn't releasing many specifics, some were outlined in a Feb. 17 briefing to the Dallas City Council's Economic Development Committee. That document describes Southgate Plaza as a 1.5 million-sf project that will be phased in over three years.

The project will add \$3.2 million in rent revenue to DFW Airport, composed of \$1 million in ground rent and \$2.2 million in rents that the airport will receive as a percentage of rents paid by hotel retailers and restaurants, according to projections contained in the briefing. The sales, property and hotel occupancy taxes will be split between Euless, where the project will be located, and Dallas and Fort Worth, which own the airport property.

[Dallas Business Journal]

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America's Aerotropolis

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The Chamber > Councils > America's Aerotropolis



Memphis: America's Aerotropolis

Known as "America's Distribution Center" for the past three decades, Memphis is on the brink of redefining global logistics. America's premier Aerotropolis – Memphis – has earned this distinction because our location, at the very heart of North America, provides easy access for moving people and product around the world.

What is an Aerotropolis?

A city or an economic hub that extends out from a large airport into a surrounding area that consists mostly of distribution centers, office buildings, light manufacturing firms, convention centers, and hotels, all linked to the airport via roads, expressways, and rail lines.

Why was the Aerotropolis Steering Committee formed?

The Aerotropolis Steering Committee was created in 2006 by the Greater Memphis Chamber to capitalize on the region's logistics assets and initiate revitalization efforts of the neighborhoods bordering the airport as outlined by the **MemphisED plan**. The **executive committee** and its subcommittees meet regularly to discuss their progress on many social and physical infrastructure issues affecting Memphis.

To find out more the committee's progress, [click here for an update](#).

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Business Vote for Memphis

America's Aerotropolis

International Business

Invest in Memphis

International Business Council

IBC Fall Meeting

Tennessee Trade Initiative

Data Center

Meet the Team

Map Gallery

Where is the Memphis Aerotropolis located?

With the **Memphis International Airport** at the core, Memphis' Aerotropolis region includes Shelby County, northern DeSoto and Tunica counties in Mississippi and western Crittenden County in Arkansas. [Click here to see a map.](#)

Why is Memphis the best example of an Aerotropolis?

Companies enjoy immediate access to all four modes of transportation within 20 miles of Memphis International Airport:

Runway	Home to the busiest air cargo airport in the world for 17 consecutive years
Road	I-40 - the busiest trucking corridor in the United States - is one of three major interstates in Memphis
Rail	Memphis is home to five Class I railroads - BNSF, CSX, Union Pacific, Norfolk Southern and Canadian National
River	The Port of Memphis is the fourth largest inland port in the United States
Workforce	11.6% of Memphis' workforce are employed as workers in transportatic warehousing, and utilities - the highest share among the top 100 Large Metro Areas in the U.S.

[Click here to see a full list of Memphis' transportation assets.](#)

What are the ultimate goals of the Aerotropolis strategy?

- Business attraction, retention and job creation
- Improve connections to airport from business parks, residential areas and downtown
- Infrastructure improvements and congestion mitigation
- Increase airport cargo and passenger activity
- Improve internal and external perceptions of Memphis as a place to live, work and do business



Memphis: America's Aerotropolis™
Where Runway, Road, Rail & River Merge™

FORD'S ATLANTA ASSEMBLY PLANT PROPERTY SOLD TO JACOBY; AEROTROPOLIS PLANNED

HAPEVILLE, Ga., June 12, 2008 – Ford Motor Company today announced the sale of the Atlanta Assembly Plant property in Hapeville, Ga., to Jacoby Development Inc.

Jacoby will redevelop the 122-acre site adjacent to Hartsfield-Jackson Atlanta International Airport into an “aerotropolis” – an aviation-intensive business district that is expected to include office, retail, restaurant, hotel and airport parking.

Ford worked with the city of Hapeville, Hartsfield-Jackson Atlanta International Airport and the Federal Aviation Administration to ensure the best use of the site. Ford did not disclose terms of the sale.

“This is a unique property with great development potential,” said Jay Gardner, director, Real Estate, Ford Land. “We are delighted we were able to engage all of the stakeholders – the cities, counties, airport and FAA – and select a buyer able to deliver a viable and exciting development. We are confident Jacoby’s project will serve the community well.”

Added Jim Jacoby, Chairman and CEO of Jacoby Development Inc.: “Just as the Ford assembly plant has been an economic engine for the region for more than half a century, this redevelopment will build on the powerful economic engine that is Hartsfield-Jackson Atlanta International Airport.”

The redevelopment of the Atlanta Assembly Plant site will likely have a global focus to capitalize on the airport’s future international terminal.

Jacoby’s experience redeveloping large brownfield sites, including their mixed-use Atlantic Station development in Midtown Atlanta, was an important consideration for Ford.

“We are pleased that the redevelopment of the Ford assembly plant site will serve as the touchstone for the Southside that Atlantic Station has been for Midtown,” said Hapeville Mayor Alan Hallman. “The new development will bring thousands of jobs to our community.”

Atlanta Assembly opened in 1947 and built a variety of historical models including the Ford Fairlane, Fairmont, Falcon, Galaxie, Granada, LTD, Ranchero, Torino, Thunderbird, Marquis, Sable and Taurus. It closed in October 2006.

About Ford Motor Company

Ford Motor Company, a global automotive industry leader based in Dearborn, Michigan, United States, manufactures or distributes automobiles in 200 markets across six continents. With about 230,000 employees

and about 100 plants worldwide, the company's core and affiliated automotive brands include Ford, Lincoln, Mercury, Volvo and Mazda. The company provides financial services through Ford Motor Credit Company. For more information regarding Ford's products, please visit www.ford.com.

About Jacoby Development, Inc.

Jacoby Development Inc. has helped communities across the country create millions of square feet of retail space and thousands of jobs. The company now seeks out environmentally sensitive or impaired sites for redevelopment into mixed use properties that create value for communities.

2.4 Airfield Facilities

2.4.1 Runways

The airfield is designed to accommodate Aircraft Design Group (ADG) V, with the Boeing 747-400 being the critical aircraft. **Exhibit 2.4-1** illustrates an airfield map highlighting runways, taxiways and aprons as well as the physical characteristics of each runway. The existing airfield configuration consists of six runways. There are four primary north-south runways: Runway 4L-22R is 10,000 feet in length and 150 feet in width, Runway 4R-22L is 12,001 feet in length and 200 feet in width, Runway 3L-21R is 8,500 feet in length and 200 feet in width, and 3R-21L is 10,000 feet in length and 150 feet in width. The Airport also has two crosswind (east-west) runways: Runway 9R-27L is 8,500 feet in length and 150 feet in width, and Runway 9L-27R is 8,700 feet in length and 200 feet in width.

The surfaces for Runway 4R-22L, Runway 3R-21L, Runway 4L-22R and Runway 9R-27L are grooved concrete. Runway 3L-21R and Runway 9L-27R are constructed of grooved asphalt and concrete surfaces. The load-bearing capacity for all runways is 100,000 lbs for single wheel, 185,000 lbs for double wheel, 350,000 lbs for double tandem wheels and 750,000 lbs for dual double tandem wheels, except Runway 4R-22L, Runway 9L-27R, Runway 3L-21R and Runway 9R-27L, which are rated only to 350,000 lbs for double tandem wheels.

2.4.2 Taxiways

The taxiways system at DTW provides aircraft access between the runways and the passenger terminal complex, general and corporate aviation areas, airfreight terminals and other aircraft parking areas. All runways have a parallel taxiway with a separation that varies but is at least 400 feet from runway centerline. The taxiways at the Airport are all at least 75 feet wide and all have 500-foot-wide safety areas that support ADG V aircraft movement.

The Airport is designed to meet the FAA requirement for separation for ADG V aircraft. All of the taxiways are considered movement areas controlled by the ATCT ground control. Taxilanes and apron areas are considered non-movement areas. Together, these areas make up the airfield pavement of DTW. **Exhibit 2.4-2** displays DTW's airfield pavement.

2.4.3 Safety Areas

Advisory Circular 150/5300-13, *Airport Design* establishes design standards for the various airfield safety areas. These areas have been established to protect the movement of aircraft on the airfield and property on the ground. This allows for the safe and efficient movement of aircraft on all surfaces. **Exhibit 2.4-3** illustrates the various runway safety areas at DTW.

2.5 Airspace

2.5.1 Detroit Regional Airspace

Several airports, including DTW, share Detroit regional airspace illustrated in **Figure 8**. These airports handle multiple types of operations. All serve general aviation, as well as sky taxi, Part 135 Charter, 121 scheduled operations, and cargo. These airports are considered major airports in the southeastern Michigan region.

Ypsilanti Willow Run (YIP) - Located in Ypsilanti, Michigan, approximately eight nautical miles to the west of DTW, this airport has multiple runways. Runway 5L/23R is 7,526 feet long and 150 feet wide; it is equipped with a RNAV approach for 23R. Runway 9L/27R is 7,294 feet long and 160 feet wide. 5R is equipped with an ILS and NDB (Non-Directional radio Beacon); 23L is equipped with an ILS and RNAV (GPS) approach. Runway 14/32 is 6,914 feet long and 160 feet wide and is equipped with an RNAV approach. Runway 5L/23R is 6,655 feet long and 160 feet wide; 23R is equipped with an RNAV approach. Runway 9R/27L is 6,511 feet long and 160 feet wide; 9R is equipped with a RNAV approach.

Toledo Express (TOL) - Located in Toledo, Ohio, approximately 43 nautical miles south of DTW, this airport has two runways. Runway 7/25 is 10,600 feet long and 150 feet wide, and it is equipped with an ILS, RNAV, TACAN and LOC. Runway 16/34 is equipped with an RNAV and a VOR/DME approach.

Detroit City Airport (DET) - Located in the city of Detroit, Michigan, approximately 19 nautical miles north/northeast of DTW, this airport has two runways. Runway 15/33 is 5,090 feet long and 100 feet wide, and it is equipped with ILS approaches for both 15 and 35. Runway 33 and 15 are equipped with a VOR and RNAV approach.

Oakland County International (PTK) – Located in Waterford, Michigan, approximately 27.3 nautical miles north of DTW, this airport has three runways. Runway 9R/27L is 6,200 feet long and 150 feet wide, and it is equipped with an ILS for runway 9R, a LOC back course for 27L and VOR/RNAV approaches at each end. Runway 9L/27R is 5,000 feet long and 100 feet wide; it is not equipped for instrument approaches. Runway 18/36 is 1,856 feet long and 50 feet wide and it is not equipped for instrument approaches.

Flint (FNT) - Located in Flint, Michigan, approximately 48 nautical miles north of DTW, this airport has three runways. Runway 18/36 is 7,849 feet long and 150 feet wide, it is equipped with VOR and RNAV approaches. Runway 9/27 is 7,201 feet long and 150 feet wide; it is equipped with ILS, RNAV and VOR approaches. Runway 5/23 is 3,923 feet long and 150 feet wide; it is not capable of instrument approaches.

Windsor (CYQG) - Located in Windsor, Ontario, approximately 18 nautical miles east of DTW, this airport has two runways. Runway 9/27 is 9,000 feet long and 200 feet wide. Runway 12/30 is 5,150 feet long and 150 feet wide.

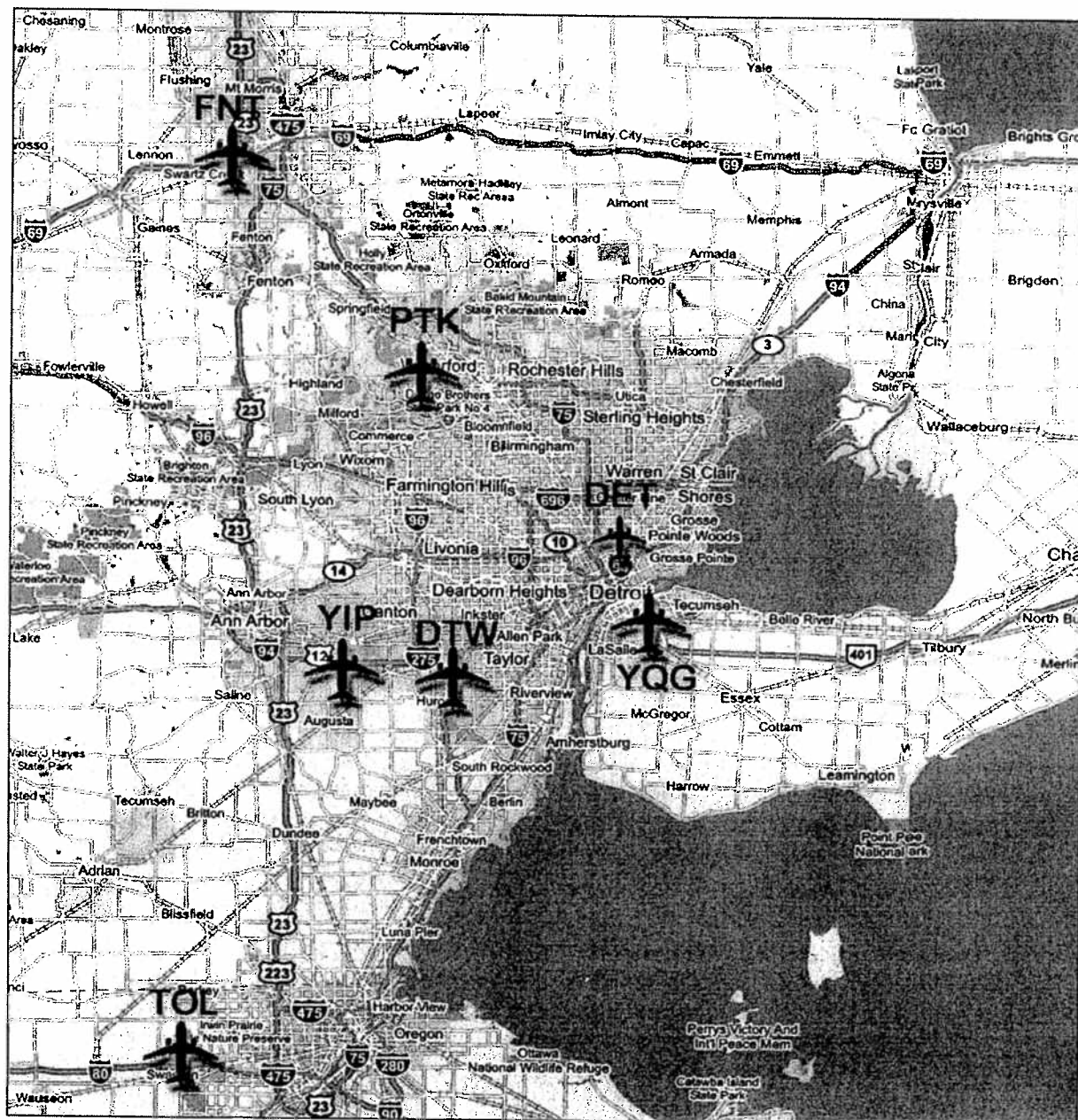


Figure 8: Detroit Regional Airspace

Lester Robinson

From: Darryl Daniels [darryl@jacobsendaniels.com]
Sent: Thursday, October 29, 2009 5:23 PM
To: Lester Robinson
Subject: Fwd: Runway Dimensions (MEM, DFW, SDF, ATL)

darryl daniels, aia
managing partner
jacobsendaniels associates

detroit - chicago - new orleans - cleveland - louisville

(see what's new at www.jacobsendaniels.com)

Begin forwarded message:

From: "Bradley T. Jacobsen" <brad@jacobsendaniels.com>
Date: October 29, 2009 4:02:05 PM EDT
To: "Matt Johnson" <matt@jacobsendaniels.com>, "Darryl Daniels" <darryl@jacobsendaniels.com>
Subject: FW: Runway Dimensions (MEM, DFW, SDF, ATL)

From: Timothy Michalak [mailto:timothy@jacobsendaniels.com]
Sent: Thursday, October 29, 2009 3:59 PM
To: Bradley T. Jacobsen
Subject: Runway Dimensions (MEM, DFW, SDF, ATL)

Brad,

Here are the longest runway dimensions for DFW, ATL, MEM, and SDF.

Memphis (MEM)	18C/36C	11,120 x 150 ft
Dallas (DFW)	17C/35C	13,401 x 150 ft
Louisville (SDF)	17R/35L	11,890 x 150 ft
Atlanta (ATL)	09L/27R	11,890 x 150 ft

I hope this helps. E-mail me back with any questions.

Thanks,

timothy michalak
associate
jacobsendaniels associates
734.961.3200

detroit - st. louis - chicago - new orleans - louisville - cleveland
see what's new at www.jacobsendaniels.com

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www.walbridge.com

November 4, 2009

Representative Pam Byrnes
Michigan House of Representatives
PO Box 30014
Lansing, MI 48909-7514

Dear Representative Byrnes:

Please forgive me for not being here in person to deliver this message concerning the need for Aerotropolis but I am currently in Abu Dhabi on a business assignment.

I will leave it up to others to express why Aerotropolis makes sense and can create 60,000 new jobs in 20 years. Granted it is only 8% of the jobs lost since 2000 but very important in many other ways. IT'S A VERY POWERFUL SYMBOL THAT THE STATE IS READY TO REBUILD ITS ECONOMY. Read that to mean create jobs by the hundreds-of-thousands, not 100 at a time.

The financial crisis and the collapse of the auto industry do not fully explain the dramatic rise in unemployment. It is not the entire story and if you rely on those "explanations" the future is doomed. Years of neglect and misguided policy have put Michigan at a very important cross road. Either the state surrenders to the realities of the globally competitive world or it continues down a path of double digit unemployment for years if not decades to come. Everyone is affected. Workers can't get a job, can't move to another state, can't sell their homes and can't borrow any money.

The State has lost 800,000 jobs in 9 short years. This is not a guess but the latest figures from the Federal Government Bureau of Labor Statistics. The decline in population continues and many businesses like Walbridge have been severely impacted.

Walbridge's global revenues will be down 15% for 2009. But the real story is that our Michigan numbers will be down 50% for 2009 and down another 50% in 2010. For all practical purposes we will have so little business in Michigan that by 2011 you will have to wonder where we go from here. Lucky for us the US domestic and ever expanding international markets are filling the gap. For comparison purposes Walbridge did \$650 million in revenues in 2000 of which 90% were inside Michigan. Last year we did \$1.35 Billion and less than 25% were inside Michigan. For 2009 our Michigan revenues will be less than 10% of the total and for 2010 it will be less than 5%.

Nothing is going to change that in the short period of time. Simply put, there are few construction opportunities in Michigan. The current unemployment rate amongst construction trades and personnel is 60%. That means only 40% of the workforce is employed. This is beyond a crisis. It's tragic and catastrophic and why I am in places like Abu Dhabi, Brazil and Mexico looking for work.

So why is Aerotropolis stalled? The state suffers from 4 major problems but for today the one that imperils Aerotropolis and Michigan is the "lack of cohesion". We have become so entrenched at only looking at whether the immediate effect of any single initiative is beneficial to a particular interest group, or whether they are against it. Some say Detroit will lose jobs and others claim that Oakland County is tired of incentives that favor Wayne County. But there isn't another asset like DTW anywhere in the state.

This is the single biggest issue and one that is playing out today. Our international image is plagued by an impression of confrontation and lack of cohesion amongst its power centers. Globally, Michigan leadership (labor, management, democrats, republicans, cities and counties) is seen to be unable to cooperate to the degree that is required to win international projects and investment. This is the main reason why Michigan didn't land the Volkswagen Plant which went to Tennessee.

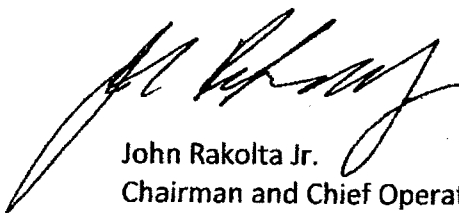
A failure to put Aerotropolis into play is just another example of this lack of leadership and cooperation.

Please ask yourselves this simple question. How many jobs do I want to try and create over the next 4 years? If your answer is any less than 250,000, we aren't singing off the same sheet of music.

Aerotropolis offers a rare opportunity for the state to show great leadership and create jobs.

It's no longer about the future of our kids; it's about today's workers. We aren't going to get to the future without jobs, and plenty of them.

Respectfully,

A handwritten signature in black ink, appearing to read "John Rakolta Jr.", written in a cursive, flowing style.

John Rakolta Jr.
Chairman and Chief Operating Officer



opportunity into value

October 30, 2009

New York ■ Detroit ■ Chicago ■ Atlanta

The Honorable Pam Byrnes
State Representative
Michigan House of Representatives
P.O. Box 30014
Lansing, MI 48909-7514

Dear Ms. Byrnes,

I am writing to express my support for the Next Michigan Development Act Legislation. This legislation is necessary and crucial to attract and retain the next generation of Michigan businesses. I urge you and your colleagues on the Transportation Committee to vote the bill out of committee and move this legislation to the House of Representatives.

As an experienced Michigan business leader I believe it is crucial that the public and private sectors of our state come together to plan and implement a successful economic development vision. I am convinced the Next Michigan Development Act legislation will:

- Maximize the economic development value of our state's air transportation assets and distribution infrastructure,
- Attract and support the next generation of the automotive industry.
- Implement competitive and successful programs to attract new investment in Michigan,
- Create and retain high wage jobs,
- Diversify our state's economy to minimize dramatic and paralyzing economic swings in the market place,
- Successfully streamline business attraction and investment entitlement.

As proposed the Next Michigan Development Act delivers highly competitive incentives to regional economic development entities that will leverage Michigan's unique transportation assets and redevelop idled and distressed areas in Michigan communities. Under the Act, rather than simply target incentives to a specific district or region, economic development entities from around the state will be able to compete for the Next Michigan Development Corporation designation and take full advantage of existing business development tools, including: Renaissance Zones, PA 198 and PA 328 tax abatements, and Tax Increment Financing.

I strongly urge you to support House Bills 5346-5351. Passage of these bills is vital to the rebirth and long term sustainability of the Michigan economy.

Sincerely,

Ashley Capital

Kenneth J. Bowen
Vice President



October 30, 2009

The Honorable Pam Byrnes
State Representative
Michigan House of Representatives
P.O. Box 30014
Lansing, MI 48909-7514

Dear Representative Byrnes,

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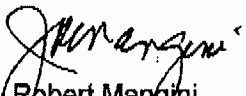
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I strongly urge you to support House Bills 5346-5351. Passage of these bills is vital to the rebirth and long term sustainability of the Michigan economy.

Sincerely,


J. Robert Mangini
Executive Vice President & General Manager
NEAPCO Drivelines LLC

Neapco Drivelines LLC
6735 Haggerty Road
Belleville, MI 48111
734-447-1300 main
734-423-1003 fax

www.neapcodrivelines.com



JONES LANG
LASALLE

600 Renaissance Center Suite 1260 Detroit Michigan 48243
tel +1 313 961 6650 fax +1 313 967 4135

November 3, 2009

The Honorable Pam Byrnes
State Representative
Michigan House of Representatives
P.O. Box 30014
Lansing, MI 48909-7514

Dear Representative Byrnes,

I am writing to express my support for the Next Michigan Development Act Legislation. This legislation is necessary and crucial to attract and retain the next generation of Michigan businesses. I urge you and your colleagues on the Transportation Committee to vote the bill out of committee and move this legislation to the House of Representatives.

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- Diversify our state's economy to minimize dramatic and paralyzing economic swings in the market place,
- Successfully streamline business attraction and investment entitlement.

As proposed, the Next Michigan Development Act delivers highly competitive incentives to regional economic development entities that will leverage Michigan's unique transportation assets and redevelop idled and distressed areas in Michigan communities. Under the Act, rather than simply target incentives to a specific district or region, economic development entities from around the state will be able to compete for the Next Michigan Development Corporation designation and take full advantage of existing business development tools, including: Renaissance Zones, PA 198 and PA 328 tax abatements, and Tax Increment Financing.

I strongly urge you to support House Bills 5346-5351. Passage of these bills is vital to the rebirth and long term sustainability of the Michigan economy.

Sincerely,

James C. Becker
International Director



Lydia Brennan
Manager
Government Affairs

Visteon Corporation
One Village Center Drive
Van Buren Township, Mich.
48111

November 4, 2009

The Honorable Pamela Byrnes
State Representative
Michigan House of Representatives
P.O. Box 30014
Lansing, MI 48909-7514

Dear Representative Byrnes,

I am writing to express my support for the **Next Michigan Development Act Legislation**. As you know, this legislation is necessary and crucial to attract and retain the next generation of Michigan businesses. I urge you and your colleagues on the Transportation Committee to vote the bill out of committee and move this legislation to the House of Representatives.

As an experienced Michigan business leader I believe it is crucial that the public and private sectors of our state come together to plan and implement a successful economic development vision. I am convinced the Next Michigan Development Act legislation will:

- Maximize the economic development value of our state's air transportation assets and distribution infrastructure,
- Attract and support the next generation of the automotive industry.
- Implement competitive and successful programs to attract new investment in Michigan,
- Create and retain high wage jobs,
- Diversify our state's economy to minimize dramatic and paralyzing economic swings in the market place,
- Successfully streamline business attraction and investment entitlement.

As proposed, the Next Michigan Development Act delivers highly competitive incentives to regional economic development entities that will leverage Michigan's unique transportation assets and redevelop idled and distressed areas in Michigan communities. Under the Act, rather than simply target incentives to a specific district or region, economic development entities from around the state will be able to compete for the Next Michigan Development Corporation designation and take full advantage of existing business development tools, including: Renaissance Zones, PA 198 and PA 328 tax abatements, and Tax Increment Financing.

I strongly urge your continued support of House Bills 5346-5351. Passage of these bills is vital to the rebirth and long term sustainability of the Michigan economy.

Sincerely,

A handwritten signature in cursive script that reads "Lydia R. Brennan".

Lydia Brennan



600 Renaissance Center, Suite 1760, Detroit, MI 48243 313.259.5400

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SARAH L. McCLELLAND Chase	CHRYSLER LLC
	GENERAL MOTORS CORPORATION

November 4, 2009

The Honorable Pam Byrnes
State Representative
Michigan House of Representatives
P.O. Box 30014
Lansing, MI 48909-7514

Dear Representative Byrnes:

I am writing to express our support for the Detroit Region Aerotropolis Initiative and to ask for your help to keep the initiative moving forward by voting to support targeted tax incentives to attract new businesses to the area.

Business Leaders for Michigan, formerly Detroit Renaissance, has been a leading partner in this initiative: we have served as a member of the Aerotropolis Task Force since its inception, we will be a private partner and member of the Aerotropolis Development Corporation (ADC), and we commissioned several studies to help guide the project and determine what was needed to make the initiative a success.

According to a study by the global real estate and investment firm Jones Lang LaSalle, the Detroit Regional Aerotropolis has the potential to serve as a catalyst for creating over 60,000 new jobs and \$10 billion of additional annual economic activity in the region. There are few initiatives that offer the potential to create such a major positive economic impact for our region and state.

In June, after several years of research and collaboration, nine communities from two counties signed an inter-local agreement to create the ADC. The ADC serves as an economic development entity that will provide strong and consistent leadership, unified marketing and branding, and a central point of entry for businesses interested in locating in the Aerotropolis area.

This unified and collaborative approach to business attraction will help us leverage the Detroit Metro and Willow Run Airports as unique assets for the region. An effort of this magnitude is unprecedented and serves as a model of how multiple communities can come together to collaborate on economic development initiatives.

The independent research we commissioned strongly showed the need to have targeted tax incentives that support business attraction efforts for new development in the Detroit Region Aerotropolis.

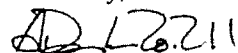
As these incentives would only be used to attract new business investment, there is minimal fiscal impact on the state budget and a significant positive economic impact for the state through the new jobs that could be created.

It is essential that we pass tax incentive legislation quickly, because other communities around the country and globe are already developing their own Aerotropolis areas and we must be in forefront of business attraction efforts. Our competition for this effort is not just neighboring states; it is all major regions in the U.S. and across the globe.

Simply put, the Detroit Region Aerotropolis represents opportunities for new business, new investment and, most importantly, new jobs for the people of Michigan. We are fortunate to have the critical assets needed to make an Aerotropolis a success: a world-class international airport, established transportation infrastructure, supply chain expertise and a talented population desperate for jobs. The only thing we're missing is the targeted incentives to advantage Michigan over competing Aerotropolis initiatives.

I urge you and your colleagues to support the Detroit Region Aerotropolis Initiative.

Sincerely,



Doug Rothwell
President and CEO

cc: Representative Andrew Kandrevas
Representative Marie Donigan
Representative Doug Geiss
Representative Marty Griffin
Representative Harold Haugh
Representative Gabe Leland
Representative Judy Nerat
Representative Roy Schmidt
Representative Coleman Young II
Representative Paul Opsommer
Representative Jase Bolger
Representative Larry DeShazor
Representative Marty Knollenberg
Representative Tom Pearce
Representative Wayne Schmidt
Representative Paul Scott



MICHIGAN TEAMSTERS JOINT COUNCIL 43 DRIVE

DEPARTMENT OF LEGISLATION AND POLITICAL EDUCATION

2741 TRUMBULL AVENUE • DETROIT, MICHIGAN 48216 • (313) 963-0390 • FAX (313) 961-6970

WILLIAM H. BLACK
Executive Director

A CHANGE TO WIN UNION

November 2, 2009

The Honorable Pam Byrnes
State Representative
Michigan House of Representatives
PO Box 30014
Lansing, MI 48909-7514

Re: Next Michigan Development Act (NMDA) Legislation

Dear Representative Byrnes:

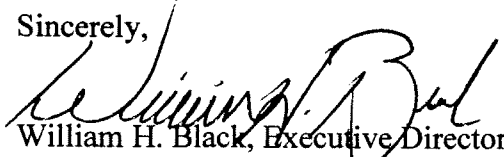
On behalf of Teamsters Joint Council No. 43, I am writing to express our support for the Next Michigan Development Act (House Bills 5346-5351) currently under consideration in the Michigan House of Representatives. These six bills amend five economic development statutes to provide incentives to regional economic development entities created under the Urban Cooperation Act that wish to leverage a unique state asset or redevelop a distressed area within their boundaries.

We feel that this package of legislation is absolutely critical to turning our economy around and putting our citizens back to work. If this legislation is successfully implemented, we will accelerate the transition of our economy so that we can build and produce the next generation of Michigan-made goods. Along with efforts to diversify our economy to be leaders in alternative energy, advanced manufacturing, and logistics, we believe the NMDA legislation will give our State a competitive advantage in business attraction and creation. It will help retool our factories, redevelop our land, and advance smart economic initiatives like the Detroit Region Aerotropolis.

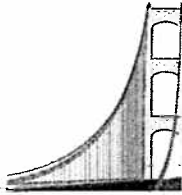
The legislation will also drive the need for regional collaboration within Michigan as well as greater cooperation between government and the private sector. Most importantly, this legislation will help keep our children here in Michigan and enhance the quality of life that we all value as citizens of the State of Michigan.

We strongly urge you to take action in support of the Next Michigan Development Act legislation so that we put our citizens back to work and build a better future for our State. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "William H. Black". The signature is fluid and cursive, with a large, prominent "B" at the end.

William H. Black, Executive Director
Michigan Teamsters Joint Council No. 43



**MICHIGAN
BUILDING AND
CONSTRUCTION
TRADES COUNCIL**

Detroit Office

1640 Porter Street • Detroit, MI 48216
Telephone (313) 965-5080 • Fax (313) 965-3232
Patrick J. Devlin Patrick "Shorty" Gleason
CEO President

October 30, 2009

State Representative
Michigan House of Representatives
PO Box 30014,
Lansing, MI
48909-7514

Re: Next Michigan Development Act (NMDA)
Legislation

Dear Representative:

On behalf of the Michigan Building and Construction Trades Council, I am writing to express our support for the Next Michigan Development Act (House Bills 5346-5351) currently under consideration in the Michigan House of Representatives. These six bills amend five economic development statutes to provide incentives to regional economic development entities created under the Urban Cooperation Act that wish to leverage a unique state asset or redevelop a distressed area within their boundaries. We feel that this package of legislation is absolutely critical to turning our economy around and putting our citizens back to work.

We believe the NMDA legislation will give our State a competitive advantage in business attraction and creation. It will help retool our factories, redevelop our land, and advance smart economic initiatives like the Detroit Region Aerotropolis. Our state's construction workers have been especially hard-hit by this economy, and can use all the work opportunities we can get going forward. The legislation will also drive the need for regional collaboration within Michigan as well as greater cooperation between government and the private sector.

Most importantly, this legislation will help keep our children here in Michigan and enhance the quality of life that we all value as citizens of the State of Michigan.

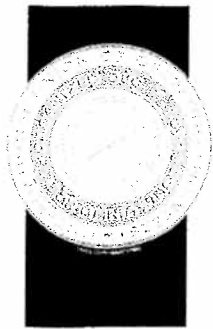
On behalf of our affiliate unions and the 90,000 building trades workers we represent, we strongly urge you to take action in support of the Next Michigan Development Act legislation so that we put our citizens back to work and build a better future for our State.

Thank you for your consideration.

Sincerely,

Patrick Devlin
Secretary-Treasurer
Michigan Building and Construction Trades Council

BUILDING MICHIGAN UNION



International Union of Operating Engineers

LOCAL 324

CHARTERED FOR THE ENTIRE STATE OF MICHIGAN

October 28th, 2009

JOHN M. HAMILTON
BUSINESS MANAGER
GENERAL VICE PRESIDENT

SCOTT PAGE
PRESIDENT

DANIEL L. BOONE
VICE PRESIDENT

STEVE MINELLA
RECORDING-CORRESPONDING
SECRETARY

DAVE HART
FINANCIAL SECRETARY

JOSE L. RIVERA
TREASURER

TRUSTEES

LEE GRAHAM

BOBBY COLLINS

DERRICK SANDERS

AUDITORS

R. TODD MCGREGOR

KEN DOMBROW

MICHAEL J. BARTHOLOMEW

The Honorable Pam Byrnes
State Representative
Michigan House of Representatives
State Capitol 251 CB
Lansing, MI 48909-7514

Re: Next Michigan Development Act (NMDA) Legislation

Dear Representative Byrnes,

On behalf of the International Union of Operating Engineers Local 324, I am writing to express our support for the Next Michigan Development Act (House Bills 5346-5351) currently under consideration in the Michigan House of Representatives. These six bills amend five economic development statutes to provide incentives to regional economic development entities created under the Urban Cooperation Act that wish to leverage a unique state asset or redevelop a distressed area within their boundaries.

We feel that this package of legislation is absolutely critical to turning our economy around and putting our citizens back to work. If this legislation is successfully implemented, we will accelerate the transition of our economy so that we can build and produce the next generation of Michigan-made goods. Along with efforts to diversify our economy to be leaders in alternative energy, advanced manufacturing, and logistics, we believe the NMDA legislation will give our State a competitive in advantage in business attraction and creation. It will help retool our factories, redevelop our land, and advance smart economic initiatives like the Detroit Region Aerotropolis.

The legislation will also drive the need for regional collaboration within Michigan as well as greater cooperation between government and the private sector. Most importantly, this legislation will help keep our children here in Michigan and enhance the quality of life that we all value as citizens of the State of Michigan.

We strongly urge you to take action in support of the Next Michigan Development Act legislation so that we put our citizens back to work and build a better future for our State. Thank you for your consideration.

Sincerely,

John M. Hamilton
General Vice President & Business Manager

JMH/LC/jm opeiu42afcio

500 HULET DRIVE • BLOOMFIELD TOWNSHIP, MI 48302 • (248) 451-0324 • FAX (248) 454-1766



www.iuoe324.org



Iron Workers Local Union No. 25

INTERNATIONAL ASSOCIATION OF BRIDGE, STRUCTURAL,
ORNAMENTAL, AND REINFORCING IRON WORKERS

25150 Trans X Drive • P.O. Box 965 • Novi, Michigan 48376-0965

Phone: (248) 344-9494 Fax: (248) 344-4851



Jim Hamric, Business Manager, F.S.T.
Jack O'Donnell, President and Business Agent

The Honorable Pam Byrnes
State Representative
Michigan House of Representatives
PO Box 30014
Lansing, MI 48909-7514

October 27, 2009

Re: Next Michigan Development Act (NMDA) Legislation

Dear Representative Byrnes;

On behalf of Ironworkers Local No. 25 I am writing to express our support for the Next Michigan Development Act (House Bills 5346-5351) currently under consideration in the Michigan House of Representatives. These six bills amend five economic development statutes to provide incentives to regional economic development entities created under the Urban Cooperation Act that wish to leverage a unique state asset or redevelop a distressed area within their boundaries.

We feel that this package of legislation is absolutely critical to turning our economy around and putting our citizens back to work. If this legislation is successfully implemented, we will accelerate the transition of our economy so that we can build and produce the next generation of Michigan-made goods. Along with efforts to diversify our economy to be leaders in alternative energy, advanced manufacturing, and logistics, we believe the NMDA legislation will give our State a competitive advantage in business attraction and creation. It will help retool our factories, redevelop our land, and advance smart economic initiatives like the Detroit Region Aerotropolis.

The legislation will also drive the need for regional collaboration within Michigan as well as greater cooperation between government and the private sector. Most importantly, this legislation will help keep our children here in Michigan and enhance the quality of life that we all value as citizens of the State of Michigan.

We strongly urge you to take action in support of the Next Michigan Development Act legislation so that we put our citizens back to work and build a better future for our State. Thank you for your consideration.

Sincerely,

Jim Hamric

Jack O'Donnell

Pat Buck

Jim Hamric
Business Manager/FST

Jack O'Donnell
President/BA

Patrick Buck
Vice-President/BA

kagopei42aficio

PATRICK BUCK, *Vice-President and Business Agent*
WILLIAM BORCH Jr., *Business Agent*
DAVID GONZALEZ, *Business Agent*

JIMMY HORVATH II, *Business Agent*
MIKE MANSFIELD, *Business Agent*
JOE SIMPSON, *Business Agent*

PHILLIP VAUGHN, *Business Agent*
ZANE WALKER, *Business Agent*

The Honorable Pam Byrnes
State Representative

Michigan House of Representatives

PO Box 30014

Lansing, MI 48909-7514

Re: Next Michigan Development Act (NMDA) Legislation

Dear Representative Byrnes,

On behalf of the International Brotherhood of Electrical Workers, IBEW Local 58, I am writing to express our support for the Next Michigan Development Act (House Bills 5346-5351) currently under consideration in the Michigan House of Representatives. These six bills amend five economic development statutes to provide incentives to regional economic development entities created under the Urban Cooperation Act that wish to leverage a unique state asset or redevelop a distressed area within their boundaries.

We feel that this package of legislation is absolutely critical to turning our economy around and putting our citizens back to work. If this legislation is successfully implemented, we will accelerate the transition of our economy so that we can build and produce the next generation of Michigan-made goods. Along with efforts to diversify our economy to be leaders in alternative energy, advanced manufacturing, and logistics, we believe the NMDA legislation will give our State a competitive advantage in business attraction and creation. It will help retool our factories, redevelop our land, and advance smart economic initiatives like the Detroit Region Aerotropolis.

The legislation will also drive the need for regional collaboration within Michigan as well as greater cooperation between government and the private sector. Most importantly, this legislation will help keep our children here in Michigan and enhance the quality of life that we all value as citizens of the State of Michigan.

We strongly urge you to take action in support of the Next Michigan Development Act legislation so that we put our citizens back to work and build a better future for our State. Thank you for your consideration.

Sincerely,

Gary Hellmer
Business Representative
IBEW LU#58
313-963-2130, Ext. 3033
Fax: 313-963-9348
Cell: 248-701-8329



INTERNATIONAL UNION, UNITED AUTOMOBILE, AEROSPACE & AGRICULTURAL IMPLEMENT WORKERS OF AMERICA - UAW

RON GETTELFINGER, *PRESIDENT*

ELIZABETH BUNN, *SECRETARY-TREASURER*

VICE-PRESIDENTS: GENERAL HOLIEFIELD • BOB KING • CAL RAPSON • JIMMY SETTLES • TERRY THURMAN

October 29, 2009

The Honorable Wayne Schmidt
State Representative
Michigan House of Representatives
PO Box 30014
Lansing, MI 48909-7514

Re: Next Michigan Development Act (NMDA) Legislation

Dear Representative Schmidt:

On behalf of UAW Region 1A, I am writing to express our support for the Next Michigan Development Act (House Bills 5346-5351) currently under consideration in the Michigan House of Representatives. These six bills amend five economic development statutes to provide incentives to regional economic development entities created under the Urban Cooperation Act that wish to leverage a unique state asset or redevelop a distressed area within their boundaries.

We feel that this package of legislation is absolutely critical to turning our economy around and putting our citizens back to work. If this legislation is successfully implemented, we will accelerate the transition of our economy so that we can build and produce the next generation of Michigan-made goods. Along with efforts to diversify our economy to be leaders in alternative energy, advanced manufacturing, and logistics, we believe the NMDA legislation will give our State a competitive advantage in business attraction and creation. It will help retool our factories, redevelop our land, and advance smart economic initiatives like the Detroit Region Aerotropolis.

The legislation will also drive the need for regional collaboration within Michigan as well as greater cooperation between government and the private sector. Most importantly, this legislation will help keep our children here in Michigan and enhance the quality of life that we all value as citizens of the State of Michigan.

We strongly urge you to take action in support of the Next Michigan Development Act legislation so that we put our citizens back to work and build a better future for our State. Thank you for your consideration.

Sincerely,

Rory L. Gamble, Director
UAW Region 1A

RLG/wss
opeu494
g'eh\erotropolis09